

AD-A182 844



STUDY PROJECT

The views expressed in this paper are those of the author and do not necessarily reflect the views of the Department of Defense or any of its agencies. This document may not be released for open publication until it has been cleared by the appropriate military service or government agency.

THE FIRST 60 DAYS

BY

LIEUTENANT COLONEL GEORGE D. FEATHERSTON
LIEUTENANT COLONEL FLOYD E. EDWARDS

DTIC
ELECTE
AUG 03 1987
S D
CtD

DISTRIBUTION STATEMENT A: Approved for public release; distribution is unlimited.

23 MARCH 1987



US ARMY WAR COLLEGE, CARLISLE BARRACKS, PA 17013

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER	2. GOVT ACCESSION NO. ADA182 844	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle) "THE FIRST 60 DAYS"		5. TYPE OF REPORT & PERIOD COVERED Group Study Project
7. AUTHOR(s) LTC George D. Featherston and LTC Floyd E. Edwards		6. PERFORMING ORG. REPORT NUMBER
9. PERFORMING ORGANIZATION NAME AND ADDRESS US Army War College Carlisle Barracks, PA 17013		8. CONTRACT OR GRANT NUMBER(s)
11. CONTROLLING OFFICE NAME AND ADDRESS Same		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office)		12. REPORT DATE 23 March 1987
		13. NUMBER OF PAGES 50
		15. SECURITY CLASS. (of this report) UNCLASSIFIED
		15a. DECLASSIFICATION/DOWNGRADING SCHEDULE
16. DISTRIBUTION STATEMENT (of this Report) Approved for public release; distribution is unlimited.		
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)		
18. SUPPLEMENTARY NOTES		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number)		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number) The objectives of this study are to: identify those areas which past and present recruiting battalion commanders feel are most critical for success during their first 60-90 days of command; and provide a handbook addressing each area and a suggested course of action to best gap this transitional period. Data were gathered using a literary search, conducting personal interviews with seven previous battalion commanders, conducting telephonic interviews with twelve present battalion commanders, and participation in group (continued)		

Item 20--continued.

discussions with senior NCOs. It is concluded that there are four major areas of predominant concern to past and present commanders--taking charge; the production management system; relationships with key people inside and outside the battalion; and essential support programs. Those battalion commanders who realized success shortly after assuming command related that a solid grasp of the above areas contributed most to their success. It is recommended that this handbook be provided to all battalion commanders coming to USAREC.

USAWC MILITARY STUDIES PROGRAM PAPER

The views expressed in this paper are those of the author and do not necessarily reflect the views of the Department of Defense or any of its agencies. This document may not be released for open publication until it has been cleared by the appropriate military service or government agency.

THE FIRST 60 DAYS

A GROUP STUDY PROJECT

by

Lieutenant Colonel George D. Featherston, AR
Lieutenant Colonel Floyd E. Edwards, AV

Colonel Franklin D. Alexander, AD
Project Advisor

DISTRIBUTION STATEMENT A: Approved for public release; distribution is unlimited.

US Army War College
Carlisle Barracks, Pennsylvania 17013
23 March 1987



Accession For	
NTIS CRA&I	<input checked="checked" type="checkbox"/>
DTIC TAB	<input type="checkbox"/>
Unannounced	<input type="checkbox"/>
Justification	
By	
Distribution /	
Availability Codes	
Dist	Avail and/or Special
A-1	

- A -

ABSTRACT

AUTHORS: George D. Featherston, LTC, AR
Floyd E. Edwards, LTC, AV

TITLE: The First 60 Days

FORMAT: Group Study Project

DATE: 23 March 1987 **PAGES:** 30

CLASSIFICATION: Unclassified

The objectives of this study are to: identify those areas which past and present recruiting battalion commanders feel are most critical for success during their first 60-90 days of command; and provide a handbook addressing each area and a suggested course of action to best gap this transitional period. Data were gathered using a literary search, conducting personal interviews with seven previous battalion commanders, conducting telephonic interviews with twelve present battalion commanders, and participation in group discussions with senior NCOs. It is concluded that there are four major areas of predominant concern to past and present commanders--taking charge; the production management system; relationships with key people inside and outside the battalion; and essential support programs. Those battalion commanders who realized success shortly after assuming command related that a solid grasp of the above areas contributed most to their success. It is recommended that this handbook be provided to all battalion commanders coming to USAREC. (

TABLE OF CONTENTS

	Page
ABSTRACT.....	ii
INTRODUCTION.....	iv
Chapter 1. COMMAND OF A RECRUITING BATTALION.....	1
Preparation for Command.....	1
Taking Charge.....	3
Setting Standards.....	3
Quality of Life.....	4
Missioning.....	5
2. KEY RELATIONSHIPS.....	7
Inside the Battalion.....	7
Executive Officer.....	7
Sergeant Major.....	8
Company Commanders.....	8
Staff.....	10
Education Coordinator.....	11
Advertising and Sales	
Promotion (ASP).....	13
Outside the Battalion.....	16
Brigade Commander.....	16
CG and DCG.....	17
Higher Headquarters Staff and	
Special Staff.....	17
Other Units and Agencies.....	18
Civilian Community.....	19
3. DEVELOPING THE RECRUITING FORCE.....	20
Training Formulation.....	20
Production Management Systems.....	21
Salesmanship.....	22
4. ESSENTIAL PROGRAMS.....	25
School Recruiting Program.....	25
Delayed Entry Program (DEP)	
Maintenance.....	27
Station Visits.....	29
Awards and Recognition.....	31
Conclusion.....	33
Study Methodology.....	35
Bibliography.....	38
APPENDIX 1. Key Acronyms.....	41
APPENDIX 2. Mission Category Acronyms.....	43

INTRODUCTION

This handbook was prepared for the newly assigned recruiting battalion commander with a view toward providing a handy reference for the first 60-90 days of command. We believe that the "tone" for your entire command tour will be established early. Therefore, it becomes critical that you get off to a strong start.

The atypical nature of a recruiting battalion makes it impossible to know everything you should about it when you arrive. It is also important you understand that no two battalions are alike in terms of demographics, politics, economics and personnel; this makes it difficult to lay down absolutes of any kind. Our objective was to identify those subject areas which we feel apply regardless of where your battalion is located.

A telephonic survey with numerous serving recruiting battalion commanders, a seminar with former recruiting battalion commanders, visits to the recruiting school and extensive discussion with the USAREC staff and key senior non-commissioned officers in the field enabled our study group to develop a listing of those areas which were most frequently mentioned as being critical to the newly assigned commander. There are numerous other subject areas not addressed which also require study and understanding if progress and success are to be continued over the long haul.

The views expressed herein are not official Army doctrine nor necessarily in total consonance with USAREC policy, although every effort has been made to review the work for consistency. Our objective at the outset was to develop a handy reference for the newly assigned recruiting battalion commander which would assist him or her in quickly gaining control of the unit and thereby setting a positive tone for the entire command tour. We hope we have done so.

Good Recruiting !

CHAPTER 1

COMMAND OF A RECRUITING BATTALION

Many of the officers selected to command recruiting battalions have had some previous experience in the recruiting field, either as company commanders, staff officers or as members of Military Enlisted Processing Command (MEPCOM). However, many others have no previous experience and the dynamic nature of the duty requires significant education or re-education. What's important is properly preparing yourself and subsequently "taking charge" of your battalion in every sense of the word. All too often, there is a discernible dip in the performance of a battalion concurrent with the change of its commander. This unnecessary dip is easily rectified by a new commander who knows the right moves to make or the right questions to ask.

PREPARATION FOR COMMAND

- * Start by writing a letter to your sponsor and requesting copies of USAREC Regs 350-6, 350-7, 350-9, 350-10 and Battalion SOP. Study them. Also ask for the minutes from your unit's last few Advertising and Marketing Council meetings.
- * Contact your new Sergeant Major and ask him to send you the most recent Production Management System (PMS) conversion ratios.

- Get yourself in good physical condition--keeping yourself and your recruiting force in good shape is central to presenting the proper image to the civilian community.
- Get your Class "A" and Class "B" uniforms in good shape. Your duty uniform will be the long or short sleeve gray-green shirt with green trousers.
- When you attend the Recruiting Commanders Course (RCC) at Ft. Benjamin Harrison:
 - Work hard to get as much out of the two weeks as possible.
 - Ask one of the senior instructors to sit down with you and go over the PMS conversion data you obtained from your Sergeant Major (you must learn how to read and understand this data).
 - Don't be reluctant to ask questions about areas you don't understand.
 - Work hard to master the acronyms.
 - Understand at the outset that the course is designed as an orientation and in no way will fully prepare you for command.
 - Focus on the various roles and responsibilities of the battalion recruiting team.
 - Be positive!
- Consistent with available time, get as many personal matters as possible resolved in advance so as not to take away from your time immediately following the change of command. Rely on your sponsor to help.
- Learn as much as you can about the demographics of your

battalion area in advance. This will greatly assist you in understanding your market.

TAKING CHARGE

- Immediately following the change of command ceremony, meet with your commanders, first sergeants and staff and outline your "Philosophy of Command". Be positive, upbeat and straight forward about your expectations and, above all, be yourself.
- Allocate a period, not to exceed 2-3 hours, for initial staff briefings, then spend the next 2-3 weeks visiting all your stations with a view toward meeting all your soldiers on their turf.
- Travel with your Sergeant Major for the first trip around your battalion, then travel on your own. Probe your SGM for his assessments and insights as you go around, all the while recording your own. It is imperative that you prepare a detailed assessment of your own as you move through your first trip through the battalion. Once you have seen the entire battalion area and prepared your assessment, share it down to whatever level you think appropriate. Your soldiers need to know your impressions.

SETTING STANDARDS

- Understand that you are the standard setter and enforcer. This applies to appearance, fitness, work habits and especially integrity. There can be no compromise.
- Don't get "tired eyes". If someone needs a haircut, then

say so. If a sedan presents an unsightly appearance, then say so. If your headquarters is not clean and well organized, then get it that way. You will be setting standards by everything you say and do.

- * Preach integrity daily. If your management data has been "doctored" to present a more favorable picture, then it becomes useless.
- * Never forget that PMS data is rolled-up from the bottom, or individual recruiter, level. Therefore, fixes for weak data must be implemented at the recruiter level.
- * Be totally consistent from the outset in the way in which you review waivers. Talk with your commanders about your views so they can more effectively screen at their level.
- * Insist that your subordinate leaders know their people, to include their families, then set the pace by preparing a people book of your own.
- * Constantly remind all your soldiers that they represent the U.S. Army in their communities and therefore must always be sensitive to their appearance and conduct.

QUALITY OF LIFE

- * Quality of life begins with mission accomplishment. You will find that once your battalion starts "making mission", the quality of life will improve substantially.
- * A solid sponsorship program is essential to success. Living and working in a civilian community creates housing, shopping and hospitalization challenges for your soldiers, especially the lower grade NCOs. An effective

sponsorship program can do much to assist in this transition.

- * Make sure your Health Benefits Advisor is trained and committed to assisting your soldiers with their medical problems.
- * Identify, train and actively support an ACS volunteer within your battalion. Usually, one of the wives that does not work is more than happy to volunteer her time for this important and worthwhile duty. Your spouses must have someone to turn to when they need assistance.
- * Social functions are difficult to conduct due to your soldiers being spread out. Look for opportunities (e.g., training conferences) to get together with your soldiers and their spouses on a social basis.
- * Work hard to create an environment where honesty, candor and openness is the norm. Generally, everyone wants to be successful and it's up to you to ensure they are given the opportunity to be so.
- * Be warm and sincere in your concern for your soldiers and their families. Recruiting duty is unique in that your soldiers are spread out and divorced from the normal installation support systems. A remembered birthday or anniversary reinforces the notion that someone knows and cares, despite the isolation.

MISSIONING

- * There is no greater challenge for the recruiting battalion commander than that of mastering the art of missioning.

The process begins when you personally face the CG of USAREC to negotiate for your quarterly mission and ends when your company commanders assign each individual recruiter his/her quarterly mission.

- * Prepare extensively for your Mission Assignment Conference with the CG. If you are well versed on the production trends of your battalion (good and bad) and can present thought-out proposals with supporting rationale, then compromise is almost assured. Conversely, if you are not prepared, there will be little or nothing you can say or do to influence your assigned mission.
- * Consistent with current CG guidance on individual recruiter mission requirements, one senior per quarter--one TSC I-IIIA per month--two contracts per month (1-1-2), you must carefully mission your individual stations. There is more latitude here than most commanders realize, although considerable study is required to equitably distribute mission requirements.
- * Concurrent with the quarterly missioning process, you should focus on market shifts or economic impacts which could possibly affect production capability. All too often, purely for the sake of simplicity, missions are "straight-lined", rather than being issued as a result of analysis and clear thinking.
- * Ensure that absence due to leave, TDY, emergencies, personnel shortages and other relevant factors affecting man-day availability is considered in the missioning process.

CHAPTER 2

KEY RELATIONSHIPS

INSIDE THE BATTALION

In a recruiting battalion, just as in any other Army battalion, there are key personnel upon whom the commander will depend. In addition, the recruiting battalion has two special staff sections, the Education Coordinator and Advertising and Sales Promotion, which are unique to recruiting in both title and duties. In this chapter, some of the roles and relationships of the XO, SGM, company commander, Staff, Education Coordinator, and Advertising and Sales Promotion (A&SP) Chief will be addressed.

EXECUTIVE OFFICER:

- * He must understand the attitudinal climate you wish to establish both inside and outside the command.
- * You must be able to trust him or request a replacement immediately.
- * Attend all meetings initially. Having done this, let him represent you at meetings you feel do not require your presence.
- * Use him as a chief-of-staff. He must be able to manage the staff in your absence.
- * Keep him well-informed.
- * Discuss with him often where you see the battalion in six

months or a year, and how you plan to get there. He is a key player in seeing your vision become a reality.

- * Have him brief you early on the resource management program he has established. Weekly updates on your budget, motor pool, supply, and administration are a must.

SERGEANT MAJOR:

- * Use him as your primary advisor on the climate of the command. Outside of yourself and the battalion Sergeant Major, no one person will see or talk to more recruiters across the total spectrum of your battalion.
- * Operate as a team, but as soon as you have completed your initial visit to each recruiting station, encourage him to go his own way.
- * Discuss with him your vision on where you see the battalion going. As your primary trainer of First Sergeants, his influence on the time required for total transition is substantial.
- * Make him your key advisor on NCO matters (e.g., assignments, awards, review of EER/SEERs, etc.). He is the beginning of the NCO support channel.
- * Just as with the XO, trust him completely or arrange for a replacement.

COMPANY COMMANDERS:

Newly assigned recruiting company commanders, with few exceptions, have been previous troop commanders. The leadership style they have developed and been successful with over the years will, for the most part, serve them well in their

new command. But rest assured, they are apprehensive. The rumors of how recruiting has destroyed the careers of predecessors is already foremost in their minds. They will have experienced information overload at the Recruiting Commanders Course, and coupled with a language foreign to all but Recruiting Command, they will feel as if their military career is in jeopardy. You can only ease this stress by getting him on-board quickly. A company commander training program one day a week for a month or so is one solution. Using the battalion training NCO, senior guidance counselor, operations NCO, SGM, XO and operations officer as trainers will assist both the new Captain and yourself in getting on board quickly. In addition, give serious consideration to the following:

- * Emphasize integrity.
- * Visit with your commanders often. Visit them in their headquarters, at recruiting stations and during company training sessions.
- * Don't overreact to bad news.
- * Require a company monthly action plan. Discuss the plan with them often. Show them the value of a realistic plan and how it becomes their road map to success. Insist they focus on the future (30-90 days out).
- * Be sensitive to competition between commanders. They know daily where they stand in production as compared to the other companies. Cooperation and teamwork should not suffer at the expense of promoting competition. Remember, individual/unit competitions produce only one win-

ner--everyone else is a "loser". Gear competition toward a standard rather than between companies.

- * Educate and involve them, but don't burden them with detailed resource management requirements. They have neither the staff nor the time to do it.
- * Require their presence in the field. That's where the battle is being waged and where they must be in order to win.
- * Require them to appear often before the media. Sit-down interviews with reporters and radio and television appearances are excellent confidence builders. In addition to the big pay-off of increased contracts, recruiters feel the "old man" is doing his part to increase production.
- * Include them in the decision making process. Involvement means commitment.
- * Insist they report any known or suspected recruiting improprieties to you immediately.
- * Ensure your commanders are programming recruiters to receive and take 30 days leave.

STAFF:

Before addressing the special staff sections alluded to in the introduction of this chapter, it is important to reiterate general staff relationships required to promote teamwork in the battalion.

- * Emphasize that their job is to serve the companies. Don't allow them to say "no" to your company commanders and field force without your approval.

- * Insist on team play among the staff and between them and the company commanders. Eliminate any "we-they" syndrome.
- * Get the civilian members of the staff together separately and emphasize the importance of their jobs and the role they play in accomplishing the mission.
- * Keep communications flowing. The staff needs to know how the battalion is doing so they see themselves as part of the group, responsible for its successes or failures.
- * Generate an environment that is precise yet relaxed.
- * Provide the staff feedback on how they are supporting the field based on responses you have received from recruiters.
- * Routinely require the staff to tell you what they have accomplished which directly supported the recruiting effort.

EDUCATION COORDINATOR:

You must understand that you, the commander, are responsible for establishing and maintaining a productive school recruiting program (high school, junior college, technical, etc.). It is through the efforts of your Education Coordinator that a sound program is established with the civilian education community. The school program, especially high school, is the life-blood of not only your senior contracts, but also the graduate contracts. If your Education Coordinator position is vacant, or you are losing the one you have, look closely at those applying for the job. Keep in mind he is representing your battalion as he contacts local and state

educators. Pay particular attention to his appearance, ability to communicate, civilian education (recommend a masters degree), and state of health. Also--

- * Take him with you on field trips. He needs to know that you're dead serious about the school recruiting programs.
- * Provide him a car to visit stations, schools and other agencies on his own.
- * Insist that he maintain current status on all schools in your battalion area of operation. Status requirements, as a minimum, should include military service responsible for testing, testing dates, number of students enrolled by grade level, mandatory and voluntary testing, previous year testing results by mental category, and station/recruiter responsible for that school.
- * Prioritize his efforts regarding which schools he needs to work with. Priority is based upon population, productivity and known or suspected mental category make-up.
- * Ensure his statistics, and those provided on the Recruiter Zone Analysis are in sync.
- * Insist that he work closely with the operations officer and the company commanders on opening the door for ASVAB testing in all schools.
- * Have him develop the Educator Tour Program well in advance of scheduled tour dates. He is your primary point of contact for the participants and the installation being visited. A well coordinated Educator Tour can pay big dividends.
- * Ensure he is available as a trainer at the battalion and

company training sessions.

- * Ensure he has developed a plan for promotion and scheduling of the Institutional Testing Program.
- * The school testing schedule should be completed well before the last day of the school year (normally early June) so testing can begin immediately when school reopens in the fall.

ADVERTISING AND SALES PROMOTION (A&SP):

Treat advertising and sales promotion as a recruiting tool--not merely as an adjunct activity within the battalion. Involve A&SP in all areas of battalion activity; production, marketing, field visits, station relocation, etc.. Hold your A&SP responsible for:

- * Programming local advertising funds wisely.
 - Aligning ad expenditures with quarterly mission requirements (i.e., if 50% of your USAR mission is prior service, make sure your A&SP Chief is programming at least that amount of ad funding toward the market.
 - Front-load ad funding. Remember, ad dollars can be programmed quarterly in whatever percentages you require. Front-load 1st and 2nd quarters to allow your recruiters to get off to a running start and beat the competition.
- * Spending advertising dollars where the market potential is.
 - Ensure the A&SP Chief uses the SO9 data (a retrieval of contract location) to determine where the Test Cate-

gory (TC) 1-111A contracts are originating. Program ad expenditures toward these counties.

--Ensure A&SP is making use of surveys and other measurable data available to determine what media Grad/Senior I-IIIIAs (GSA) are listening to and reading. While brigade requirements may vary, more than one-half of the available ad dollars (active and reserve) should be programmed in radio buys.

- * Providing prior notification on, and feedback about, local ad campaigns.

--Ensure A&SP is informing companies and stations about upcoming ad campaigns that affect their markets. Countless enlistments may be lost if recruiters are not covering the phones and station during an ad "blitz", for example.

--Ensure A&SP is tracking the effectiveness of ad campaigns and providing feedback to you. Besides being good resource management, this practice contributes toward justification of additional advertising funds, if needed.

- * Providing a workable Total Army Involvement in Recruiting (TAIR) plan on a quarterly basis.

--Ensure A&SP is providing a list of available TAIR assets and a schedule of TAIR events to company commanders 60-90 days in advance.

--Ensure A&SP is working closely with company and station commanders to program/request TAIR activities that align with command priorities (i.e., before ASVAB

testing in priority schools, at DEP or Center of Influence (COI) functions, etc.).

- * Briefing TAIR teams in advance as to what is expected of them.

--A&SP, in concert with the Company Leadership Team (CLT), should meet and brief TAIR teams in advance of tours. TAIR teams can do an excellent job for your recruiters and generate leads if they are briefed on the basics--who the audience is, what the uniform is, etc..

--A&SP should coordinate logistical arrangements with recruiters in advance of a TAIR tour. Hotel and travel arrangements and securing projectors for a school visit in advance ensures the success of the tour and creates less wear and tear on the recruiter during the actual tour.

- * Requesting and utilizing Support Command touring assets.

--Ensure A&SP is requesting your fair share of Support Command touring assets (Cinema Van, Pod, etc.).

--Once a touring asset has been allocated, A&SP should work closely with the CLT to schedule assets in the schools.

- * Ensuring the standards are met for both COI and DEP functions.

--Determine the frequency standard from your brigade and make sure A&SP is tracking the functions in a timely manner.

--Have A&SP send out suggested program formats or share good ideas through the battalion newsletter, etc..

A&SP should assist recruiters in obtaining speakers or TAIR teams for both COI and DEP functions.

OUTSIDE THE BATTALION

Key people, both military and civilian, outside your battalion can have a significant impact on your command's performance.

BRIGADE COMMANDER:

Unlike most situations in the Army where your boss is located a few driving minutes away, in recruiting, he may be several flying hours away. His visits to your battalion will be infrequent and therefore should be well-planned.

- * Encourage him to visit, and you set the date. Try to schedule his visit during a company or battalion function. Ask him to say a few words at the activity and participate in award presentations, if planned.
- * Keep your briefings short, with each member of the staff participating, then get him in the field to company and station sites.
- * Take him to stations doing well and to stations not meeting your standards. He will be more inclined to help if he sees first hand some of your problems.
- * Talk to the Deputy Brigade Commander and Brigade Chief of Staff about the commander's style, his preferences and his idiosyncrasies. They work closest with him and are his most trusted subordinates.
- * Give him your honest opinions--even though he may not

want to hear them.

- * Don't hold back on bad news. Make sure he is the first to know. Have a plan of action to resolve the problem when you tell him.
- * It is normally best to discuss non-production related problems with him early in the month. The last week of the month finds him inundated with production activities and he may not be in a receptive mood regarding incidental matters.
- * Be positive whenever and wherever you speak to him.

CG AND DCC:

Due to the geographical size of USAREC, the CG/DCG may only have an opportunity to visit your battalion once or twice during your command tour. Ensure your briefing (standardized battalion briefing) is thorough, but don't provide whitewash. Provide them the chance to speak with your officers and men. Plan your station visits with minimum "windshield time".

- * Take good notes and provide feedback through your Brigade Commander on problems noted and your plan to fix them.
- * Rehearse your presentation for the Mission Assignment Conference (MAC). Don't be afraid to say, "I don't know" at your first MAC. Know what is on your slide presentation and where it originated.

HIGHER HEADQUARTERS STAFF/SPECIAL STAFF:

- * Encourage staff visits, especially in your budget and supply sections.

- * Don't appeal a staff decision to your boss until you have discussed it with his staff section and his Chief of Staff.
- * Don't make big issues out of unimportant items. Save your "blue chips" for the big items.
- * Develop a professional relationship with the USAREC IG and ensure that your XO does the same.
- * Have your XO request assistance inspections in weak areas noted on the previous General Inspection.
- * Don't hesitate to call the JAG for advice. Recommend contacting your headquarters JAG before using a local office. The JAG sections at brigade and USAREC are more attuned to matters relating to recruiting.

OTHER UNITS/AGENCIES:

- * Get to know the members of your Interservice Recruiting Council (IRC). Visit them frequently and be prepared to provide assistance. Cut-throat competition with the other services will destroy the benefits to be gained from your IRC.
- * Visit with your Military Entrance Processing Station (MEPS) often--not just when there are problems. Having a cup of coffee with the MEPS commander once a week may be the most beneficial 15-20 minutes you can spend. Allow your senior guidance counselor to fight the daily battles at the MEPS.
- * Visit the commander(s) of the USAR units you support. If their headquarters is located a great distance from yours, call them soon after taking command.

- * Have your USAR operations officer accompany you when visiting the ARCOM commander(s).
- * Establish and chair your quarterly Partnership meetings. Request the ARCOM commander, his deputy or Chief of Staff attend the meetings. This is the time to hash-out problems, establish referral programs and pull the Partnership together in a team effort.

CIVILIAN COMMUNITY:

- * Visit the Civilian Aide to the Secretary of the Army. He needs to know who you are and what assistance he can offer.
- * Identify the key community leaders who can impact on your battalion's mission. Invite them to your COI functions.
- * Look for ways to improve relations between your recruiters and the community.
- * Don't over obligate yourself or your recruiters to support community functions--strike a balance.
- * Be alert to special favors, received or requested. Prior coordination with higher headquarters for approval can eliminate embarrassment for the command.

CHAPTER 3

DEVELOPING THE RECRUITING FORCE

As a new commander, you must first come to grips with the fact that you are now in the sales business. Your objective then becomes to develop a highly motivated, well-trained sales force capable of selling your product (U.S. Army) to a wide range of people. As is the case with any salesman, recruiting success starts with product knowledge, moves to presentation skill and concludes with closing the sale. The sales training presented to our soldiers at the recruiting school, coupled with a superb sales book and capped off with the Joint Optical Information Network System (JOINS) system, is as good a sales package as there exists anywhere today.

TRAINING FORMULATION

- * By the time you have completed your initial tour of the battalion, you should have developed an overall assessment of the battalion's training needs. Sit down with the SGM and the battalion RTNCO (Recruiter Training NCO) and compare notes with them on your observations. Review the past procedures for preparing quarterly training guidance and satisfy yourself that the requisite effort has or has not gone into preparation of this critical written matter.
- * Attend company and battalion training sessions on a regular basis to demonstrate your interest and concern. De-

part the training session on a positive note.

- * Require formal rehearsals for all training conducted at company or higher level.
- * Ensure that training is being scheduled during non-productive recruiting hours.
- * Poll your recruiters to ensure that those subjects being presented during formal training are generally recognized as problematic and thus relevant.
- * Ensure that training is being conducted in a setting conducive to learning, as opposed to the back room of a station or some other unsuitable location.
- * Insist on a lesson plan (preferably two pages or less) for all formal training.
- * Establish training effectiveness measurement criteria with your company commanders.
- * Insist on training that is imaginative and enjoyable for your soldiers.
- * Employ the Lee Dubois training program if it is not already in use (a professionally designed sales development program, complete with video cassettes available in each brigade).

PRODUCTION MANAGEMENT SYSTEMS

- * Understand that the production management system is designed to apply at the recruiter, station, company and battalion levels.
- * Focus on the fact that recruiting management systems are only as good as the input.

- * If a management system is unable to accurately predict production outcomes, it is of marginal or no value.
- * Assess all production management systems currently in place and draw some conclusions as to their utility. Get to the bottom of why they do or do not work and modify accordingly. Generally, you will find that systems fail as the result of poor input.
- * The SGM and Operations NCO will generally know more about PMS than anyone else in the battalion. Work with them until such time as you understand the systems as well as they do.
- * Ensure that periodically the "Qualified but not Enlisted" personnel are pulled off the data base, sorted by company and sent to the field for update. The by-product of this drill will be improved Mobile Examining Team (MET) Logs and contracts saved from otherwise lost audit trails.
- * Purify your MET data by stripping out Mental Category IV, Prior Service (PS) and all high school testing. You will find this data to be much more reliable.

SALESMANSHIP

- * Your recruiter's single biggest challenge will be learning how to deal with rejection. Many contacts will say "no" for each one that says "yes" to military service. Recruiters are exposed to everything from a friendly rejection to outright hostility and profanity. Encouragement at all levels is a must.
- * All good salesmen maintain a lead management system. Your

recruiters are required to maintain a Lead Refinement List (LRL) which is really the heart of their ability to effectively identify and follow-up on their market. Check them (i.e., LRLs) regularly and insist that they be continuously posted and worked.

- * Motivation of your sales force will be a major challenge. The nature of the business frequently creates an emotional roller coaster for your recruiters. It is important that you and your subordinate leaders develop the ability to identify recruiters who are down, assess the reasons for it and set them back on the path to success.
- * Diagnostic testing, used in conjunction with formal training, is an effective means of identifying sales weakness.
- * The most effective method of checking a recruiter's sales presentation is by going on an appointment with him. You should do so regularly and require that your station and company commanders do the same.
- * Encourage your recruiters to do radio and TV public service announcements or interviews. Properly prepared and executed, they do wonders for confidence building in the recruiting force.
- * Do not allow any short cuts in the prescribed sales format for both the sales book and the JOINS machine presentations.
- * Stay informed on the individual performance of your recruiters. There is nothing more important to the newly assigned recruiter than receiving a congratulatory call from the battalion commander when he gets his first con-

tract. When your soldiers realize that you personally track performance (good and bad), they will work hard to ensure their marks are good.

- * Repeated studies have revealed that successful salesmen are motivated more by recognition than by any other form of incentive, to include monetary gain. It is imperative therefore that every possible effort be made to recognize the outstanding contributions being made by your super stars.

CHAPTER 4

ESSENTIAL PROGRAMS

The programs addressed in this chapter are those which both the present and former battalion commanders deemed most important to success during the first 60-90 days of command. It is the opinion of the authors that these same programs require more than just a working knowledge if you desire to achieve the highest measure of effectiveness.

SCHOOL RECRUITING PROGRAM

While all the programs defined by USAREC Production Management System Regulations are important and contribute in varying degrees toward accomplishment of the mission, none impact upon mission as much as the School Recruiting Program. Most members of your staff, and all members of your companies, play a significant part in this vital program.

- * Hold your Education Coordinator responsible for managing the overall testing program.
- * Ensure the Education Coordinator has done all he can at the local and state levels to gain recruiter access to high schools and colleges.
- * Hold your A&SP Chief responsible for ensuring that the appropriate amount of advertising is targeted toward the schools known to be, or having the potential to be, productive.

- * Hold your A&SP Chief responsible for requesting and programming TAIR and Support Command assets into the high priority schools.
 - * Ensure that the operations section is providing you with market information showing where the 1-111A contracts are originating so assets can be geared toward the "big pay-off" schools.
 - * Hold the CLT responsible for their school programs year-around.
- School lists are constructed and completed (85%) by the dates specified.
 - School folders are completed on every school.
 - They are assisting recruiters in gaining access to schools. A good rule of thumb here is that recruiters talk with counselors, company commanders with principals, and you with superintendents.
 - They are coordinating with A&SP for TAIR and Support Command assets.
 - Rapport has been established and recruiters are visiting schools regularly.
- * Ensure that colleges are being visited regularly by company commanders--at least once annually.
 - * Ensure that the USAR recruiters are actively working the LRLs consistent with their assigned mission.
 - * When a DEP goal has been established for a school, ensure that the goal does not jeopardize prospecting toward the near-term graduate (HSDG) mission. Mission box (i.e., accomplishment of your mission in every category)

cannot be obtained with seniors only.

- * Don't accept recruiter comments that school officials are anti-military or don't like recruiters. In most cases this objection can be overcome by providing additional information on what programs the Army has available. Often, the recruiter feels inept talking with school officials due to a lack of civilian education. Company and station level training on how to approach educators is a proven solution to this problem.
- * Have your CLT visit local reserve centers for assistance in gaining access to schools. Many times, members of the reserve units are teachers or school administrators and can obtain lists and/or access to schools for the recruiters.

DELAYED ENTRY PROGRAM (DEP) MAINTENANCE

The program established to maintain your battalion's DEP pool is crucial to success for several reasons. First, without a well-maintained program, and during those months of high DEP accessions, your production will suffer significantly. Second, after your School Recruiting Program, DEP referrals may very well be your best lead source. Third, without a well-maintained program, you will lose DEP accessions which may result in an end-of-the-month crash. Finally, the morale of the recruiting force may experience a temporary setback due to DEP losses, which will require a great effort on your part to regain the winning tempo.

- * Require your company commanders to initiate DEP discharges

immediately upon known losses. If the DEP loss is due to apathy, ensure that the CLT takes appropriate steps in reestablishing the DEP member's commitment to Army service.

- * Require company commanders to provide you a by-name list of potential DEP losses for the upcoming month.
- * Require company commanders to update their DEP loss projections on a weekly basis.
- * Ensure that the CLT is requiring recruiters with DEP losses to increase their prospecting requirements to accommodate the loss.
- * Be suspect of DEP contract renegotiations during the month of accession. In most cases, renegotiations eventually become DEP losses. A tough stand on this procedure early in your command will cause less grief later.
- * Ensure that the CLT is requiring a face-to-face DEP orientation within 72 hours by the recruiter of credit. This is an excellent time for the recruiter to ask for referrals.
- * Attend DEP functions whenever possible. Require that DEP functions be well-planned, rehearsed and scheduled at a time for maximum attendance.
- * Require CLTs to closely monitor the transfer of DEPs to incoming recruiters. Ensure face-to-face transfer procedures are being followed.
- * Check the DEP Tracking Log when visiting recruiting stations.
- * Remind station commanders that DEPs are excellent sources

for Lead Refinement List (LRL) construction. They have access to yearbooks, school newspapers, etc..

- * Ensure company/station commanders are well aware of procedures to be followed in funding and conducting DEP activities.

The importance of getting a handle on your DEP program cannot be overstated. In addition to the tremendous success you will realize from a well-maintained program, it just does not make sense to lose a contract which has taken so much time and money to acquire.

STATION VISITS

Visiting your recruiting stations frequently serves many purposes. Most importantly, where you spend your time will set the priorities in your battalion. It sends a stronger message than what you say your priorities are. During each visit you should be prepared to inspect at least one area of the station production management system.

- * Prior to visiting a station, do some homework. Talk with the company commander/1SG about recruiter achievements and problems. Recruiters, like all soldiers, are better team players when they know the commander is aware of their situation.
- * On your first visit, it is recommended that you get to know your recruiters. Be a good listener. Encourage the recruiters to relate personal hardships, family problems, career aspirations, etc..
- * On every station visit, look closely at the outside ap-

pearance of the station. Are the window displays inviting? Is the outside free of trash? Would you want to join the organization working here?

- * Ask the station commander to open a sedan for your inspection. Is the car being maintained inside and out?
- * Ensure that the current theme posters are displayed properly.
- * Ask the station commander if the maintenance contractor is cleaning the station adequately.
- * Ask when the station is due renovation, painting, recarpeting, etc..
- * Ask when the rental contract expires and if the station should be relocated to a better site.
- * Ensure that the station commander conducts daily production review with his recruiters. Ask him to do so with a recruiter in your presence.
- * Accompany a recruiter on a home appointment with a prospect.
- * Accompany a recruiter on a high school/college visit.
- * Take good notes on problems you see or hear about and get back to the recruiter, through his chain of command, on the status of the solution as soon as possible.
- * Comment in private to the station commander on the appearance of his recruiters and their work areas, and the standard you expect him to maintain on the station. If improvement is needed, ensure that the CLT is aware of your desires.
- * Emphasize integrity on every visit.

- Depart the station on a positive note. Congratulate them on a successful month or relate your confidence in them that next month will be successful.

AWARDS AND RECOGNITION

Any good team demands proof of worthiness from its members. Rites of passage that emphasize skill and competence will generate loyalty and professionalism so necessary for soldier identity. The Recruiting Incentive Awards Program (USAREC Reg 672-10) is designed to provide professional recognition for mission accomplishment and overproduction. This program, coupled with your battalion's recognition procedure, serves as an excellent tool for motivation.

- Know USAREC and your brigade's awards and recognition programs, but don't allow it to keep you from properly recognizing truly deserving soldiers of all ranks. Your program should:

- Have the desired effect on soldier behavior.

- Be consistent and predictable.

- Be based in attainment of a standard, rather than on direct competition.

- Be oriented on the "high payoff" areas (GSA).

- If "time-off" is being used as an award for excellence, be sure you deliver. This is especially big in recruiting.
- Never miss an opportunity to recognize soldiers and their families at appropriate ceremonies. Photo coverage is a big plus. Get a copy of the photo back to the soldiers and use them in the battalion newspaper.

- * Impact awards are highly effective--know the procedures for using them.
- * Get personally involved in the awarding of the Gold Badge. The Gold Badge is the clear identification of the recruiter who has passed the test.
- * Ensure that your operations personnel are maintaining an accurate tracking of awards. Those earning the required points for awards must be recognized as soon as possible.
- * Prohibit awards of any kind being mailed directly to an individual. Present them at an appropriate ceremony.

CONCLUSION

CONCLUSION

The unique challenges associated with leading and managing a recruiting battalion make it one of the most rewarding experiences you will ever have. Just as with any leadership position, you will find it necessary to constantly build teamwork with a view toward establishing a positive organizational climate. The common intent of everyone on the team (military and civilian) must be to "make mission" with total integrity. Trust and confidence is best demonstrated through delegation but, at the same time, it is a necessity to periodically check things for compliance in both spirit and intent.

It is essential that you focus on the future. Your initial assessments will provide a good feel for the level at which your battalion will start. Then, you must provide a vision and establish the internal goals and standards against which satisfactory progress will be measured. From this vision, a plan must be laid out which every member of the organization understands and is committed toward achieving. We do not recommend a lengthy document loaded with annexes, but rather a simple yet direct road map for success. Write it yourself and do it as soon as possible after your assignment.

Never pass up an opportunity to try out a "good idea". Your recruiters, as well as your fellow commanders, will frequently come up with brilliant ideas or innovations which may work in your organization. We do not recommend the use

of gimmicks or shortcuts, but rather solid enhancements of management and sales programs.

Finally, always be positive and upbeat no matter what the circumstances. Former President Richard Nixon recently eulogized former Ohio State head football coach Woody Hayes as a man "never satisfied with success...never discouraged by failure". There will certainly be successes and failures during your command tour (from individual recruiter through battalion level). However, you must remain positive throughout and never lose sight of your vision for success.

STUDY METHODOLOGY

STUDY METHODOLOGY

The methodology developed to determine those subject areas most important to the new Recruiting Battalion Commander is depicted in the flow chart at figure 1. The approach was very straightforward: conduct interviews with former and newly assigned commanders; analyze the results; identify the most frequently mentioned subject areas; and address each area in the handbook. The study, which began in September 1986 and was completed in March 1987, took place while the Army War College curriculum requirements were being met.

Literary research consisted of numerous readings in command and leadership, a review of published articles, a review of existing USAREC Regulations, and discussions with key players in the program and policy agencies of USAREC. Using this research, coupled with the extensive interviews and group discussions conducted, we were able to clearly identify those areas most frequently mentioned as critical to the new battalion commander.

In November, we visited the Recruiting School at Fort Benjamin Harrison, Indiana. The purpose of this visit was to review the current Program of Instruction (POI) to determine if the critical areas mentioned by commanders were being taught in the 2-week Recruiting Commanders Course. We found the POI to be very comprehensive and touched, to varying degrees, upon all of the critical areas mentioned by commanders. While at the Recruiting School, we also had an opportunity to participate in a discussion with newly assigned

first sergeants. This exercise was extremely exhilarating, as the seasoned recruiters were asked to comment on what they viewed as the most important areas new battalion commanders need to be aware of.

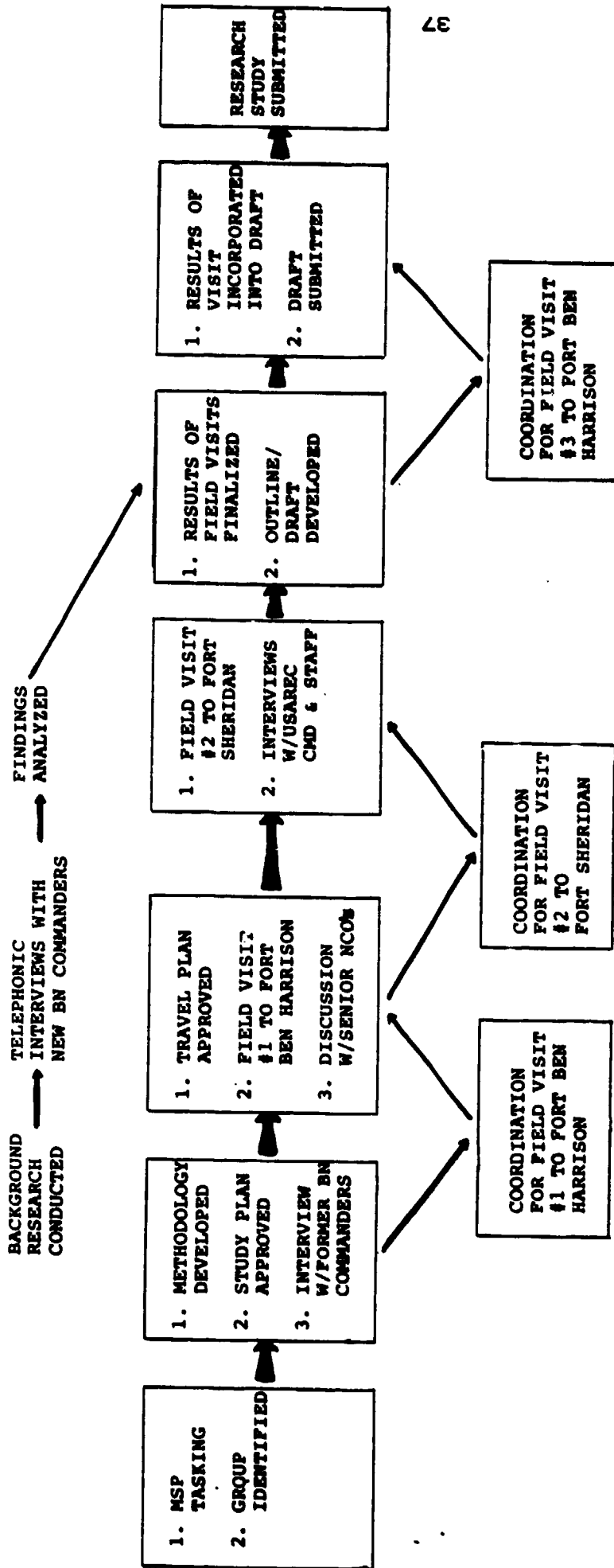
In January, we visited the United States Army Recruiting (USAREC) Headquarters at Fort Sheridan, Illinois. The purpose of this visit was to present to members of the command and staff the findings of our interviews and discussions. In addition, during our visit we requested latest developments which had taken place or were being planned in the areas to be addressed in the handbook. The visit was extremely beneficial. New ideas on format, command policy guidance and most recent changes to production management were received and incorporated into the study effort.

Upon return from our second visit, we were ready to begin assembling the data and writing a first draft of the handbook.

In March, with first draft of the handbook completed, we again visited Fort Benjamin Harrison. The purpose of this visit was to ensure the content of our study effort was in consonance with the POI at the Recruiting Commanders Course. While at the Recruiting School, we again had an opportunity to discuss the objective of the handbook with the cadre at the school. Many of their comments and suggestions were incorporated in the final product.

Upon our return from our third field visit, we completed final editing of the draft and began the formatting procedure for study project submission.

STUDY METHODOLOGY



BIBLIOGRAPHY

BIBLIOGRAPHY

Books and Documents:

1. United States Army Recruiting Command. Battalion Commander's "Get Smart" Handbook. Fort Sheridan, Illinois, March 1986.
2. United States Army Recruiting Command. New Commander's "What's Different" Handbook. Carlisle Barracks, Pennsylvania, June 1984.
3. United States Army Recruiting Command. USAREC Reg 350-6, Recruiter Production Management System (RPMS). Fort Sheridan, Illinois, August 1986.
4. United States Army Recruiting Command. USAREC Reg 350-7, Recruiting Station Production Management System (SPMS). Fort Sheridan, Illinois, October 1986.
5. United States Army Recruiting Command. USAREC Reg 350-9, Recruiting Company Production Management System (CPMS). Fort Sheridan, Illinois, January 1985.
6. United States Army Recruiting Command. USAREC Reg 350-10, (Draft) Recruiting Battalion Production Management System (BPMS). Fort Sheridan, Illinois, January 1985.
7. United States Army Recruiting Command. USAREC Reg 601-95, Delayed Entry Program. Fort Sheridan, Illinois, March 1986.
8. US Army War College. The Battalion Commander's Handbook 1980. Carlisle Barracks, Pennsylvania, June 1980.
9. US Army War College. The Battalion Commander's Handbook 1984. Carlisle Barracks, Pennsylvania, June 1984.

Interviews

1. Alley, J., LTC, Seattle Recruiting Battalion. Personal Interview (Telephonic). Seattle, WA: 20 Oct 1986.
2. Cima, R., LTC, Philadelphia Recruiting Battalion. Personal Interview (Telephonic). Philadelphia, PA: 12 Nov 1986.
3. Dale, R. F., LTC, Boston Recruiting Battalion. Personal Interview (Telephonic). Boston, MA: 28 Oct 1986.
4. Dickson, M. A., LTC, Denver Recruiting Battalion. Personal Interview (Telephonic). Denver, CO: 5 Nov 1986.
5. Kullman, S. G., LTC, Omaha Recruiting Battalion. Personal Interview (Telephonic). Omaha, NE: 10 Nov 1986.
6. Tonelli, R. M., LTC Indianapolis Recruiting Battalion. Personal Interview (Telephonic). Indianapolis, IN: 10 Nov 1986.
7. Varsolona, F., LTC, St. Louis Recruiting Battalion. Personal Interview (Telephonic). St. Louis, MO: 12 Nov 1986.
8. Wyatt, J. E., LTC, Nashville Recruiting Battalion. Personal Interview (Telephonic), Nashville, TN: 14 Nov 1986.
9. Lake, J., LTC, Little Rock Recruiting Battalion. Personal Interview (Telephonic). Little Rock, AR: 14 Nov 1986.
10. Cox, C., LTC, New Orleans Recruiting Battalion. Personal Interview. Fort Sheridan, IL: 8 Jan 1987.
11. McLean, T. L., COL, Carlisle Barracks. Personal Interview. Carlisle Barracks, PA: 23 Oct 1986.
12. Shaw, C. R., LTC, Carlisle Barracks. Personal Interview. Carlisle Barracks, PA: 23 Oct 1986.
13. Youngblood, G. L., COL, Carlisle Barracks. Personal Interview. Carlisle Barracks, PA: 23 Oct 1986.

14. Interview/Discussion with senior NCOs attending the First Sergeants Course at Fort Benjamin Harrison, IN:
18 Nov 1986.
15. Interview/Discussion with members of PA&E and Recruiting Operations Directorates, USAREC, at Fort Sheridan, IL:
7-8 Jan 1987.
16. Interview/Discussion with members of the cadre at the Recruiting Commanders Course at Fort Sheridan, IL:
4-6 Mar 1987.

APPENDIX 1
KEY ACRONYMS

KEY ACRONYMS

ACF - Army College Fund
ADT - Active Duty for TRaining
AFQT - Armed Forces Qualification Test
AGC - Army Guidance Counselor
ARC - Army Recruiter Course
ARPERCEN - Army Reserve Personnel and Administration Center
ASVAB - Armed Services Vocational Aptitude Battery
CHS - Currently in High School
CLT - Company Leadership Team
CMF - Career Management Field
COI - Centers of Influence
CPMS - Company Production Management System
DEP - Delayed Entry Program
ENTNAC - Entrance National Agency Check
EST - Enlistment Screening Test
GOSP - General Officer Sponsorship Program
HRAP - Hometown Recruiter Assistance Program
HSM - High School Market
IADT - Initial Active Duty for Training
IDT - Inactive Duty Training
IRC - Interservice Recruitment Committee
IRP - Ineffective Recruiter Program
IRR - Individual Ready Reserve
ISR - In Service Recruiter
JOIN - Joint Optical Information Network

LPSC - Limited Production Station Commander
LRL - Lead Refinement List
MDS - Man Day Spaces
MEPS - Military Entrance Processing Station
MET - Mobile Examining Station
NAC - National Agency Check
NOP - Not on Production
OSUT - One Station Unit Training
PS - Prior Service
QNE - Qualified Not Enlisted
REACT - Rapid Electronic Advertising Coupon Transmission
REQUEST - Recruit Quote System
RPMS - Recruiter Production Management System
RSID - Recruiting Station Identification
RTNCO - Recruiter Training NCO
SPMS - Station Production Management System
TAIR - Total Army Involvement in Recruiting
TTE - Recruiter Transitional Training and Evaluation
USNEPCOM - US Military Entrance Processing Command

APPENDIX 2
MISSION CATEGORY ACRONYMS

MISSION CATEGORY ACRONYMS

CHFS - Total Female Currently in High School
CHS - Total Currently in High School
CHSA - Total Currently in High School, I-IIIA
CHSB - Total Currently in High School, IIIB
CHSFA - Currently in High School, Female, I-3A
CHSFB - Currently in High School, Female, 3B
CHSM - Total Male Currently in High School
CHSMA - Currently in High School, Male, I-3A
CHSMB - Currently in High School, Male, 3B
GA - Grad I-3A
GB - Grad 3B
GF - Total Grad Female
GFA - High School Diploma, Grad, Female, I-3A
GFB - High School Diploma, Grad, Female, 3B
GF4 - High School Diploma, Grad, Female, 4
GM - Total Grad Male
GMA - High School Diploma, Grad, Male, I-3A
GMB - High School Diploma, Grad, Male, 3B
GM4 - High School Diploma, Grad, Male, 4
GS - Grad Senior Total
GSA - Grad Senior, I-3A
GSB - Grad Senior, 3B
GSF - Total Grad Senior Female
GSFA - Grad Senior Female, I-3A
GSFB - Grad Senior Female, 3B

GSF4 - Grad Senior Female, 4
GSM - Total Grad Senior Male
GSMA - Grad Senior Male, I-3A
GSMB - Grad Senior Male, 3B
GSM4 - Grad Senior Male 4
GS4 - Grad Senior, IV
G4 - Grad IV
NA - Non-Grad I-3A
NB - Non-Grad 3B
NM - Total Non-Grad Male
NMA - Non-Grad Male, I-3A
NMB - Non-Grad Male, 3A
NMP - Non-Prior Service Male Total
NP - Non-Prior Service, Total
NPA - Non-Prior Service, I-3A
NPB - Non-Prior Service, 3B
NPF - Non-Prior Service Female Total
NP4 - Non-Prior Service, 4
N4 - Non-Grad IV
PS - Prior Service
PSA - Prior Service I-IIIA
PSB - Prior Service I-IIIB
SA - Senior I-3A
SB - Senior 3B
SF - Total Female High School Seniors
SFA - High School Senior, Female, I-3A
SFB - High School Senior, Female, 3B
SM - Total Male High School Seniors

SMA - High School Senior, Male, I-3A

SMB - High School Senior, Male, 3B

34 - Senior IV